Annual Report

1961

MEXICO

UNITED STATES

CANADA

GEORGE A. MATTISON, JR.
IMPERIAL POTENTATE

87TH ANNUAL SESSION

OF
THE IMPERIAL COUNCIL
OF THE
ANCIENT ARABIC ORDER
OF THE
NOBLES OF THE MYSTIC SHRINE
FOR
NORTH AMERICA
AND
SHRINERS HOSPITALS
FOR
CRIPPLED CHILDREN

MIAMI, FLORIDA • JUNE, 1961

STATEMENT OF PRINCIPLES

We are a fraternal organization — dependent for success upon the high moral standards of the 825,000 Master Masons who have joined our ranks thus far, and of those who will join in the future.

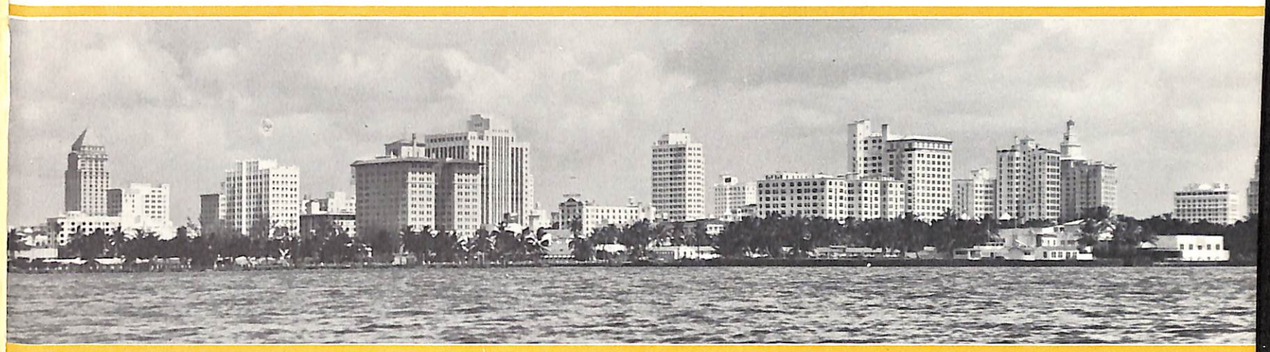
The desire to live by the teachings of the founders of Masonry and of the Shrine, and the continuance of the way of life that we of North America now enjoy, are part of a Shriner's fundamental beliefs in God and in the brotherhood of men.

A Shriner has respect for the religious opinions of others; he has tolerance and compassion for those of different races and customs. He creates fun, mirth and jollity within the bounds of good taste. He devotes himself to worthy causes. He recognizes his civic responsibilities and strives always to set an example of good citizenship by participating in community affairs and by conducting his business in a manner that will bring credit to that community.

Observance of these principles will assure our great fraternity of continued advancement toward our goal of peace and understanding.

1961 ANNUAL REPORT

to the representatives of the 87th imperial council session
Miami, Florida . . . June 20th, 21st, 22nd, 1961



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IMPERIAL POTENTATE'S MESSAGE

To the Representatives:

This day, in the beautiful city of Miami, brings to a close a year of service to the 825,000 Shriners of North America. Whether you approve or disapprove of your leadership this past year, it is my own feeling that I can certainly sleep with my conscience because I have endeavored to give the *entire time* to the fraternity in which I believe so strongly. Of course, I am human and have erred at times, but haven't we all?

In my visitations to some 135 Temples this year, several subjects have been stressed—membership, Temple administration, jurisdictional lines, Temple Representatives, Masonic relations, Shriners Hospitals for Crippled Children, deportment of our units and wearers of the Red Fez, and good citizenship. In stressing these subjects, I have made no effort to determine which is most important; all are equally important, but bear in mind that without membership we would soon have no use for any of the others.

MEMBERSHIP

Membership gains have been showing some decline—we are still on the "plus" side, but 63 of our Temples showed a net loss in 1960. This trend can be stopped, but it will not "just happen." It's going to take work . . . and hard work. The two essentials in membership—*organization* and *desire*—must ever have a prominent place in our thinking, and more importantly, in our *actions*. Restorations or reinstatements—whichever you like to call them—can boost our membership tremendously and, for the next year or two especially, I urge great emphasis on these reinstatements. As an excellent example of what reinstatements can do for membership, Al Malaikah Temple secured 846 restorations, thereby passing Syria Temple in membership and becoming the largest Temple in the Shrine.

If I seem to place unusual emphasis on membership, it's simply because I intend to do so and because it is the most vital problem facing our fraternity. Let's get the job done this year and show a good increase at the end of 1961. It's a challenge, and I hope you Nobles will accept it as such.

TEMPLE ADMINISTRATION

Let's face facts—the best Temples in the Shrine are those which have chosen their officers wisely. They have selected men who are dedicated to a year's service to the Shrine and its principles, to our hospitals, and to their own Temple and its prestige and standing in the local community. They cooperate with their Divan, and together plan for the future. I have witnessed the fine results of some of this advance planning. These well-administered Temples also practice sound fiscal policies. They set up realistic budgets, and then live by those budgets. All expenditures are planned in a way to receive the most for every dollar spent.

JURISDICTIONAL LINES

After the observation of many years, I am reconciled to the fact that it may be a long time before the Shrine can expect a blanket change in jurisdictional lines which would cross state borders without individual agreements among Temples. However, I believe just as strongly that a tremendous lift can be given to our membership with the barriers of state lines still retained. Consequently, after many conferences with Temple officers over all of North America, I have caused to be presented to this session of the Imperial Council, legislation which will give to Temples exclusive jurisdiction, *within State or Province boundaries*, only in the County in which a Temple is located and counties contiguous thereto; all other areas within such State or Province to be concurrent jurisdiction. I am hopeful that you will give this your support, since I firmly believe that it will increase membership by thousands. I have been encouraged by the support voluntarily expressed on this important legislation, and predict its passage.

MASONIC RELATIONS

It is my belief that we as Shriners must, in every conceivable way, lend support to every branch of Masonry, beginning with DeMolay, if you please, then most certainly Symbolic Masonry—your Blue Lodges and the Scottish and York Rites. How else can we do a better job of propagating the Shrine than by helping potential members of our fraternity? There are ample ways to help, and in most instances, all you have to do is let it be known that you want to help.

SHRINERS HOSPITALS FOR CRIPPLED CHILDREN

Conceived and developed by brilliant minds and carried forward today by equally brilliant minds is our project, Shriners Hospitals for Crippled Children. Since 1922, our great fraternity has had an objective second to none in this program.

This year, I have visited 16 of the 17 hospitals—all except the new unit at Mexico City which is under construction. I have seen the present Mexico City Unit, of course, and expect to visit their new facilities as soon as they are completed.

Imperial Sir George A. Mattison, Jr., Mrs. Mattison and daughter, Mary. Ambassador Hotel, Los Angeles while attending North-South Football Game.

Actor-comedian Danny Kaye visiting San Francisco Unit, Shriners Hospitals for Crippled Children.

(Left to right) Nobles F. Kirlcham, F. Nelte, A. Biggerstaff and President W. Shelton. Murat Temple Mounted Patrol.

George Washington National Masonic Memorial Building, Alexandria, Va.

Past Imperial Potentate George H. Rowe, Ismailia Temple, Buffalo, New York (1946-47)

"Strong legs run that others may walk."

Wm. H. Woodfield, Past Imperial Potentate, Islam Temple, San Francisco, California (1945-46)

Modern hospital techniques and engineering have accomplished a great deal in improving the efficiency of all our 17 hospitals, but the most important reason for their successful operation lies in the dedicated personnel constituting our Board of Trustees, the local Boards of Governors and the staffs of the hospitals. I found our facilities in excellent condition, with morale high and the children happy.

Your Board of Trustees can be extremely proud of their stewardship.

WORDS OF APPRECIATION

It is difficult to single out for naming any of those who have meant so much to my administration during the past year. Many have been of inestimable assistance to me. There has not been, to my memory, one single turndown of any request I have made to members of the Nobility, to Committee chairmen or to the Imperial Officers or Staff.

I must, however, extend to George M. Saunders, the Imperial Recorder, and to Charles W. Marshall, the Assistant Imperial Recorder, my deepest gratitude for tireless hours and valuable assistance and advice from time to time.

Our staff in the National Headquarters Office has responded to every occasion with duty beyond expectation, and I am grateful to them.

The Committees have been alert and have handled promptly and well assignments given them. There have been some unusual problems during this year that have required a little more effort on the part of some of these committees, but not once have they failed to handle the job well.

To my Imperial Chaplain, John C. Turner, go my praises for his helpful assistance on many occasions.

Our Imperial Treasurer, L. P. Steuart, ever faithful and experienced beyond comparison, has been most helpful.

Your Imperial Potentate has a genuine affection for the Chairman of our Board of Trustees, Galloway Calhoun, based on long-time friendship and the knowledge that the man is sincerely dedicated to our hospital movement. It has been my privilege to work in harmony with this splendid Noble on all matters pertaining to our hospitals. Incidentally, I know he has appreciated this relationship since he has certainly reciprocated in full measure.

Your Imperial family—and I mean, of course, your officers—have enjoyed working together and, so far as I know, they are in complete harmony and accord. Several of these fine Nobles have been called upon by the Imperial Potentate for special duties from time to time. In each instance they have responded promptly, and the assignment has received careful and efficient handling. I want to thank each of them for their splendid assistance and helpfulness this year. Your Deputy Imperial Potentate, Marshall M. Porter, one of Canada's most distinguished men, has been kept informed on all actions taken by your present Imperial Potentate. He, as well as the others, has extended many helpful suggestions from time to time, and I predict a great year for the Shrine under his able leadership.

It was with profound sadness that I learned on the morning of May 12, 1961, the Black Camel had visited our midst and Illustrious Noble Robert P. Smith, our General Counsel for 20 years, was suddenly called to Eternal Rest. Our organization has lost a guiding light, and his wisdom and judgment will be sorely missed by all who sought his advice. The untimely passing of this great Noble leaves a void in our organization which is almost impossible to fill. I could not have handled many of the urgent matters which arose during my term of office without the intelligent and experienced mind and hand of Illustrious Noble Smith. Every matter presented to him was handled to a fair and judicious conclusion. The volume of work of our organization which flowed across his desk cannot be fully realized except by those who were in contact with him.

There were, for instance, 11 Temple construction proposals handled this year, each one requiring considerable time and, in some instances, personal visitations to the Temples by General Counsel Smith. All were handled expeditiously and to the satisfaction of everyone concerned. None of these proposals were denied as a result of the excellent work of Bob Smith.

SUMMARY

I have attempted the simple approach to our affairs, and have discussed mutual problems with the various Temples visited in informal sessions with the officers. This has been most gratifying to me, not only because Temple problems were solved on the Temple level, but because it gave me the personal privilege of meeting many fine officers and Nobles.

My wife, Ernestine, has been with me on nearly all my visits and has been most helpful in many ways. I have been blessed in this respect.

To you, the Nobility, I want to express from the bottom of my heart my gratitude for your graciousness and generosity, for your good will and kindnesses. You are the Shrine, and to all 825,000 of you I say, "Let's stay great and be harmonious on every level in our inter-Temple relations. Give and take, and work for the Shrine as a whole, with no selfish or jealous motives. It is the only way for us to progress."

Fraternally,

GEORGE A. MATTISON, JR.
Imperial Potentate

Imperial Potentate George A. Mattison, Jr.; President John F. Kennedy; Potentate Jack J. Blank, Almas Temple, at Visitation to Almas Temple.

Bill Coffman, Past Potentate Islam Temple, Director General East-West Football Game, accompanied by Burr Davis, West; Dave Sherer, West and Buddy Dial, West autograph football at San Francisco Unit, Shriners Hospital for Crippled Children.

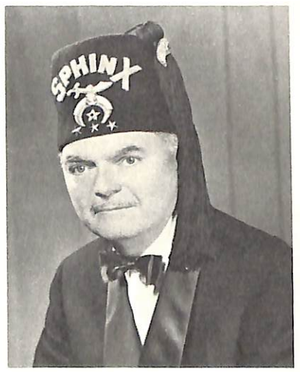
IMPERIAL DIVAN 1960 • 1961

George A. Mattison, Jr.
Imperial Potentate

Marshall M. Porter
Deputy Imperial Potentate

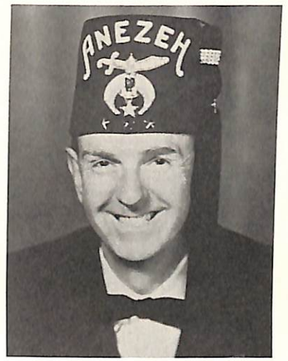
George M. Klepper
Imperial Chief Rabban

Dr. John Carlton Turner
Imperial Chaplain



Harold C. Close
Imperial Assistant Rabban

O. Carlyle Brock
Imperial High Priest and Prophet



Barney W. Collins
Imperial Oriental Guide

Leonard P. Steuart
Imperial Treasurer

George M. Saunders
Imperial Recorder

Charles E. Merrill
Imperial First Ceremonial Master

Orville F. Rush
Imperial Second Ceremonial Master

Thomas F. Seay
Imperial Marshal

Chester A. Hogan
Imperial Captain of the Guard

J. Worth Baker
Imperial Outer Guard

THE IMPERIAL COUNCIL OF THE ANCIENT ARABIC ORDER OF THE NOBLES OF THE MYSTIC SHRINE

Imperial Divan

President	*George A. Mattison, Jr.*
1st Vice President	*Marshall M. Porter*
2nd Vice President	*George M. Klepper*
Treasurer	*Leonard P. Steuart*
Secretary	*George M. Saunders*

Board of Directors

Imperial Potentate	*George A. Mattison, Jr.*
Deputy Imperial Potentate	*Marshall M. Porter*
Imperial Chief Rabban	*George M. Klepper*
Imperial Assistant Rabban	*Harold C. Close*
Imperial High Priest and Prophet	*O. Carlyle Brock*
Imperial Oriental Guide	*Barney W. Collins*
Imperial Treasurer	*Leonard P. Steuart*
Imperial Recorder	*George M. Saunders*
Imperial First Ceremonial Master	*Charles E. Merrill*
Imperial Second Ceremonial Master	*Orville F. Rush*
Imperial Marshal	*Thomas F. Seay*
Imperial Captain of the Guard	*Chester A. Hogan*
Imperial Outer Guard	*J. Worth Baker*

George A. Mattison, Jr., President
Marshall M. Porter
George M. Klepper
Harold C. Close
O. Carlyle Brock
Barney W. Collins
Leonard P. Steuart
George M. Saunders
Charles E. Merrill
Orville F. Rush
Thomas F. Seay
Chester A. Hogan
J. Worth Baker
Clayton F. Andrews, M.D.

Appointed

Imperial Chaplain	*John C. Turner, D.D.*
General Counsel	*Robert P. Smith*
Auditor	*Arthur C. Upleger*

Committee Chairmen

Jurisprudence and Laws	*J. Edgar Bowron*
Dispensations and Charters	*Charles H. Lembke*
Finance and Accounts	*Carl A. Rahn*
Jurisdictional Lines	*Claude B. Squires*
Grievances and Appeals	*Aubrey G. Graham*
Membership	*Henry B. Struby*

Representatives to the 1961 Imperial Council Session

13	*Members at Large (Imperial Officers)*
14	*Ad Vitam Members (Past Imperial Officers)*
56	*Emeritus Members (Representatives who have served 18 years or more)*
661	*Elective Representatives*
744	*Total Representatives*

REPORT OF THE COMMITTEE ON FINANCE AND ACCOUNTS

To Imperial Potentate, Imperial Divan and Representatives to Imperial Council

Gentlemen:

Your committee on Finance and Accounts directs your attention to the detailed audit of the Iowa Corporation as listed in the Book of Reports in which the financial end of the fraternal part of our organization is fully outlined. Even though our income for fees, dues, etc. for 1960 has declined slightly due to the smallest net gain in membership in a number of years, our net worth has increased $36,311.82 because of economies in operation and a realigning of the division of expense between the Iowa and Colorado Corporations.

The greatest changes in our financial structure was the extensive remodeling of the National Headquarters Building purchased in 1959 and the realignment of National Headquarters expense. The carrying value of the building was increased by $129,042.55 during the year as a result of remodeling. This remodeling was not complete as of December 31, 1960, with additional work to be done under existing contracts in the amount of $52,899.20. Funds for the payment of the $248,625.00 liability on the original purchase of the building and for the remodeling were provided by the liquidation of $432,408.10 of U.S. Government Bonds. The other major change is the matter of realignment of operating expenses of the Headquarters Building which is being pro-rated between the Iowa Corporation (Imperial Council) and the Colorado Corporation (Hospitals) on a basis of 1/3 and 2/3 respectively.

The committee wishes to commend the Imperial Potentate George A. Mattison, Jr., his Divan, Imperial Recorder George M. Saunders, Assistant Imperial Recorder Charles W. Marshall and their staffs for more efficient mechanical set-up and improved operation of the central office resulting in expenditures of $54,028.80 *less* than the approved budget, without considering the loss on sales of bonds amounting to $32,808.10.

On the basis of the audit for 1960, our fraternal organization is in sound condition.

Sincerely yours in the Faith,

COMMITTEE ON FINANCE & ACCOUNTS

Carl A. Rahn
Chairman

Carl A. Rahn
Chairman

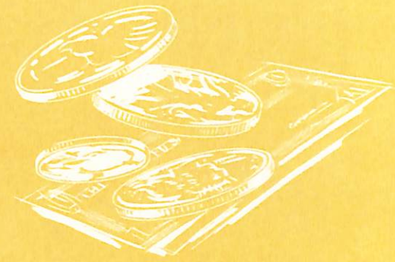
THE IMPERIAL COUNCIL
A.A.O.N.M.S.
COMPARATIVE BALANCE SHEET
10-YEAR PERIOD 1960-1951

ASSETS

	Dec. 31, 1960 1960	Feb. 28, 1951 1951	Increase & Decrease
Current Assets:			
Cash in Bank, General Funds	71,387.14	486,833.18	(415,446.04)
Cash in Bank, Imperial Council Session Fund	82,147.30	66,369.60	15,777.70
Cash in Bank, Imperial Recorder Fund	3,270.03	1,070.00	2,200.03
Accounts Receivable, Subordinate Temples	505,683.20	53,840.86	451,842.34
Accounts Receivable, S.H.C.C.	23,217.73	-0-	23,217.73
Accounts Receivable, Miscellaneous	425.00	925.40	(500.40)
Inventory of Books—Shrine History	108.00	-0-	108.00
Prepaid expenses	5,095.43	-0-	5,095.43
Investments:			
U. S. Government Bonds (at cost)	661,000.00	588,060.00	72,940.00
Fixed Assets:			
Land	205,000.00		205,000.00
Building	405,483.80		405,483.80
Furniture & Fixtures	35,516.47	15,862.29	19,654.18
	646,000.27	15,862.29	630,137.99
Less: Allowance for Depreciation	10,997.30	1,868.51	9,128.79
	635,002.97	13,993.78	621,009.19
Other Assets:			
Imperial Officer's Jewels	17,255.00		17,255.00
Imperial Potentate's Flags	546.70		546.70
Total Assets	2,005,138.50	1,211,092.82	794,045.68

LIABILITIES, RESERVES AND NET WORTH

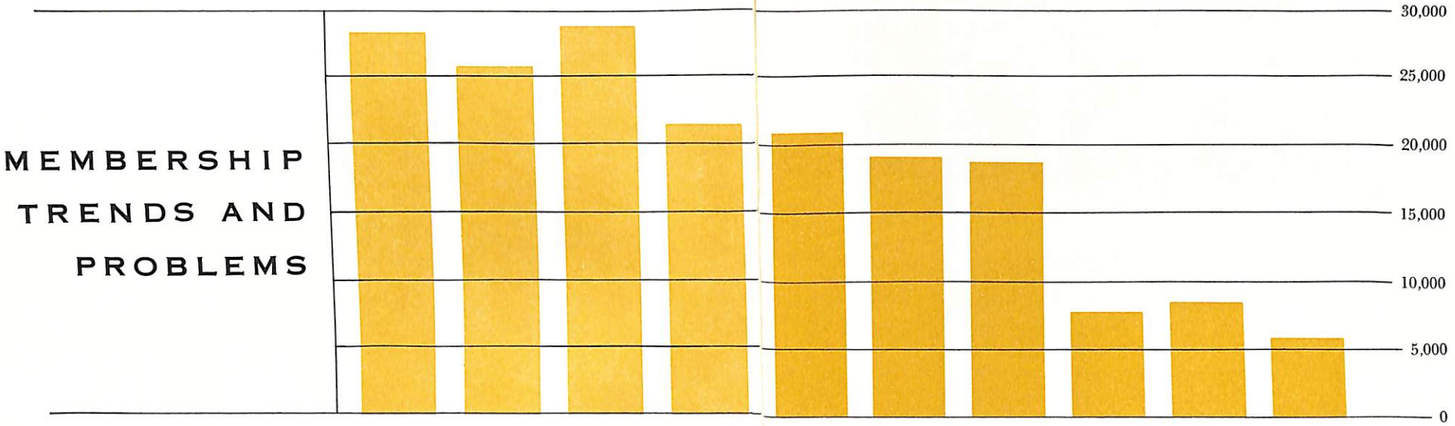
Current Liabilities:			
Accounts Payable	15,685.54	966.69	14,718.85
Accrued Real Estate Taxes	15,704.36		15,704.36
Reserves:			
Reserve for Imperial Council Session Fund	82,147.30	66,369.60	15,777.70
Net Worth	1,891,601.30	1,143,756.53	747,844.77
Total Liabilities, Reserves and Net Worth	2,005,138.50	1,211,092.82	794,045.68



STATEMENT OF INCOME AND EXPENSES
10-YEAR PERIOD 1951-1960

Year	*Receipts*	*Expenses*	*Increase*
1960	$ 549,169.43	$ 480,049.51	$ 69,119.92
1959	533,564.42	519,952.85	13,611.57
1958	516,794.00	406,068.00	110,726.00
1957	527,993.48	349,053.91	178,939.57
1956	515,153.50	393,991.77	121,161.73
1955	505,052.50	389,704.82	115,347.68
1954	494,457.67	447,563.62	46,894.05
1953	499,114.00	421,326.54	77,787.46
1952	474,436.44	458,610.19	15,826.25
1951	460,814.50	378,228.51	82,585.99
TOTALS	$5,076,549.94	$4,244,549.72	$832,000.22

MEMBERSHIP TRENDS AND PROBLEMS



	1951	1952	1953	1954	1955	1956	1957	1958	1959	1960
Creations	45,014	43,726	48,019	42,058	41,569	41,866	43,692	32,965	35,272	33,065
Affiliations	6,021	4,737	3,811	5,268	3,980	4,073	4,129	4,299	4,450	4,200
Restorations	3,263	3,098	3,021	2,705	3,030	2,743	2,579	2,582	2,457	3,441
(Demits)	(7,546)	(6,023)	(4,994)	(6,711)	(5,449)	(5,825)	(6,524)	(6,886)	(6,727)	(6,896)
(Suspensions)	(7,501)	(7,559)	(8,421)	(8,406)	(8,401)	(8,550)	(8,938)	(9,682)	(11,207)	(11,193)
(Deaths)	(12,011)	(11,997)	(12,814)	(13,174)	(13,594)	(14,633)	(15,455)	(15,660)	(16,104)	(17,235)
Net Gain	27,240	25,982	28,622	21,740	21,135	19,674	19,483	7,618	8,141	5,382

MASONIC STATISTICS*

1946-1959

**United States Only*

LODGE, SCOTTISH RITE, YORK RITE, SHRINE

Year	Lodge Members	Commandery Members	Scottish Rite Members	Total S. R. & Com.	% of Lodge	Shrine Members	% of Scottish & York Rites
1946	3,097,713	283,309	552,853	836,162	27.00	479,098	57.29
1947	3,281,371	303,531	605,970	909,501	27.71	523,232	57.52
1948	3,426,155	318,576	649,607	968,183	28.25	561,320	57.97
1949	3,545,757	330,477	685,258	1,015,735	28.64	592,239	58.30
1950	3,644,634	341,603	715,056	1,056,659	29.00	620,041	58.67
1951	3,726,744	351,216	743,128	1,094,344	29.36	646,606	59.08
1952	3,808,364	358,880	775,071	1,133,951	29.77	671,870	59.25
1953	3,893,530	368,394	805,895	1,174,289	30.16	699,517	59.56
1954	3,964,118	377,428	835,226	1,212,634	30.59	720,559	59.42
1955	4,009,925	382,094	860,701	1,242,795	31.00	740,948	59.61
1956	4,053,323	386,165	885,228	1,271,393	31.36	760,017	59.77
1957	4,085,676	390,541	907,969	1,298,510	31.78	778,854	59.98
1958	4,099,928	394,309	925,000	1,319,309	32.18	785,817	59.56
1959	4,103,161	395,850	940,063	1,335,913	32.55	793,489	59.39

TO REPRESENTATIVES OF THE IMPERIAL COUNCIL:

As we enter the decade of the sixties, the dominant element in the Shrine membership picture is the diminishing number of new Nobles being created, and the increasing number of deaths and suspensions. A similar situation exists in all the Masonic bodies. Only by creating new Nobles, and retaining the ones we have, can we reverse this trend.

Part of the decline in Shrine membership can be attributed to the fact that during the years 1915 to 1925 approximately 500,000 Shriners were created. These Nobles have reached the age when the Black Camel is taking a high toll. The percentage can be expected to go higher in the next few years.

Some have the pessimistic view, with which we do not agree, that a loss in Shrine membership is inevitable for the next few years because of the decline in the number of Masons being raised and joining the York and Scottish Rite bodies. In 1959 the York Rite gained only 2,184 members; the Scottish Rite only 15,307. The Blue Lodges had a net increase in membership of only 3,555. While this decline indicates that our percentage growths may be less, there is still a large market from which we can draw members. The Blue Lodges raised 108,294 Master Masons in 1959; the Scottish Rite initiated 39,998; and the York Rite knighted 17,210. These figures show that the combined Rites received approximately 50% of those raised to Master Masons (no allowance made for those joining both Rites). It is obvious that a great deal of our efforts should be concentrated on the Master Masons within our jurisdictions.

Another factor that is contributing to the decline in Shrine membership is that our suspension list is growing from year to year. In 1958 we suspended 9,682; in 1959, 11,207; and in 1960, 11,193. Restorations average less than 30% of the suspensions. We need thousands of voluntary committees of *one* in the Temples, not only to seek new members, but to prevent members from being suspended, and to encourage those who are suspended to return to Shrine membership.

In 1960, the Shrine created 33,065 new Nobles. Al Malaikah Temple, through a vigorous campaign, gained the largest number of Nobles . . . 1,973 or 37% of the total gain of all Temples. Only 103 Temples showed a gain in membership, and 63 Temples recorded a loss.

The Imperial Council, through its Membership Committee, is constantly on the alert for ideas that will help to attract new members. As Temple officers, I solicit your thoughts on this vital subject. The competition for a Mason's time is terrific, but we have a wonderful and much-needed product to sell . . . the fellowship of man. This is a vital commodity if ever the world is to have peace.

Henry B. Struby
Chairman, Membership Committee

Henry B. Struby
Chairman, Membership Committee

Remmie L. Arnold
Past Imperial Potentate
(1953-54)

Walter C. Guy
Past Imperial Potentate
(1955-56)

1961 LEGISLATIVE BODY

The 1961 Legislative Body of The Imperial Council of the Ancient Arabic Order of the Nobles of the Mystic Shrine for North America is composed of 744 Representatives to the 87th Imperial Council Session which is being held in Miami, Florida, June 20, 21 and 22, 1961. There are 661 Elected Representatives, 13 Representatives at Large (Imperial Officers), 14 Representatives Ad Vitam (Past Imperial Officers) and 56 Emeritus Members (members who have served at least 18 years as an Elected Representative). 45% of the Elected Representatives to this Imperial Council Session have never attended a previous Session as a Representative of their Temple.

Temple officers, past and present, make up the large percentage of Representatives to this Session:

Potentates	166
Past Potentates	171
Chief Rabbans	154
Assistant Rabbans	58
Recorders	39
High Priest and Prophets	12
Treasurers	7
Other	137
	744

The Representatives to the 1961 Imperial Council Session, A.A.O.N.M.S., are also Representatives to the Annual Meeting of Shriners Hospitals for Crippled Children which will be held concurrently. The responsibilities of this body are, in brief, to make laws to govern themselves, our 166 Shrine Temples and our 17 Shriners Hospitals for Crippled Children.

BY-LAWS AND CODE

Amendments to the By-Laws and Code may be adopted by a 2/3 vote of Representatives *registered* at any Imperial Council Session.

Thomas W. Melham
Past Imperial Potentate
(1957-58)

George E. Stringfellow
Past Imperial Potentate
1958-59)

IMPERIAL CHAPLAIN'S MESSAGE

All of the Bible is a kaleidoscope of colorful action but nowhere is there a more virile story than that of Gideon in the Old Testament Book of Judges. This patron saint of all protestant travelers (if they can be said to have one other than the unscriptural St. Christopher—who is also venerated by many non-Roman Catholics) saved the children of Israel at a moment of their gravest danger. He was called the "mighty man of valor" and he earned the distinction for once he had destroyed Baal's altar, he erected one to God.

After specifying unmistakable signs that God meant him to act: like a dry fleece when the ground all 'round was wet and then a bedewed fleece when all else was dry; Gideon contrived a remarkable strategy to overcome his enemies of the Midianites who were, almost literally, "without number." Those on his side numbered 32,000 men, but he quickly discovered 22,000 of them had no stomach for a fight. So he took the 10,000 remaining on a forced training march and observed how almost all, when they come to a running brook, sank to their knees and dipped up handsful of water. He saw too how some, so eager to be on their way, flung themselves to the water's edge, lapped it up like dogs and then ran on. These last alone, about 300, did Gideon choose for they, dead in earnest, disciplined and dedicated would be sufficient to bring the walls of any Jericho tumbling down. The lesson of Gideon's story ought to be plain for all to see. It isn't by the multitudes or even by the majorities that the work of the Lord or any good work is likely to be done.

The reports to our Imperial Potentate indicate that Shrinedom now numbers some 825,000 dues paying members. That is an impressive figure, especially when one realizes that its influence could be infinitely greater. However, as with Gideon's army so with George Mattison's Order, it is still not the multitude or even the majority that mean's "business." Almost always it is the few, like him, dead in earnest, disciplined and dedicated, who, in nearly every Temple and Shrine Club, make our Ancient Arabic Order of the Nobles of the Mystic Shrine a force to reckon with—for fellowship and fun certainly but also for little fellow humans who suffer crippling handicaps.

Since this is my last communication to you as Imperial Chaplain, I wish it could adequately convey my deep and growing feeling of affection for the Imperial Family and especially for *the* Imperial Sir; my admiration for the selfless work of the Shrine which, big as it is, has only begun to express itself; and my respect for the Red Fez which covers the heads of as fine a group of men as ever lived. Truly I am glad to have been an official part of our great fraternity with the many privileges it has afforded me.

John C. Turner
Imperial Chaplain

The Rev. John C. Turner
Imperial Chaplain

Map of Shrine Associations and Temples

No. of Temples	Location	Membership 12/31/60		
166 Shrine Temples	1 Mexico 9 Canada 156 United States	641 in Mexico 18,206 in Canada 802,626 in United States 821,473 Total	1621 Shrine Clubs 1033 Shrine Uniformed Units	★ 17 Shriners Hospitals 1,048 Beds available daily 119,831 Children treated

Pacific Northwest Shrine Association

Western Shrine Association

Central States Shrine Association

Midwest Shrine Association

Texas Shrine Association

Great Lakes Shrine Association

New York-Ontario Shrine Association

Northeastern Shrine Association

Pennsylvania Shrine Association

Mid-Atlantic Shrine Association

Southeastern Shrine Association

WASHINGTON, OREGON, CALIFORNIA, NEVADA, IDAHO, MONTANA, WYOMING, YELLOWSTONE NATIONAL PARK, UTAH, ARIZONA, COLORADO, NEW MEXICO, NORTH DAKOTA, SOUTH DAKOTA, NEBRASKA, KANSAS, OKLAHOMA, TEXAS, MINNESOTA, IOWA, MISSOURI, ARKANSAS, LOUISIANA, WISCONSIN, MICHIGAN, ILLINOIS, INDIANA, OHIO, KENTUCKY, TENNESSEE, MISSISSIPPI, ALABAMA, GEORGIA, FLORIDA, SOUTH CAROLINA, NORTH CAROLINA, VIRGINIA, W.VA., PENNSYLVANIA, NEW YORK, MAINE, VT., N.H., MASS., CONN., R.I., N.J., MARYLAND, D.C., DEL.

Halifax, N. S.

Honolulu, Hawaii

Mexico City

Panama Canal Zone

"Aloha"

VISITATIONS

135 SHRINE TEMPLES

17 SHRINERS HOSPITALS

5 ASSOCIATION MEETINGS

5 SHRINE BOWL GAMES

73,681 MILES TRAVELED

VISITATIONS IMPERIAL POTENTATE

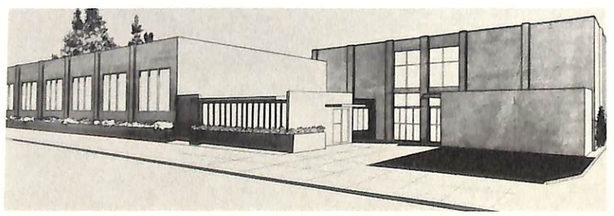
From Alaska to the Canal Zone, Hawaii to New York, Canada to Mexico the Nobles of North America have made me prouder than ever that I am a Shriner. The warmth of their hospitality knows no equal. Their enthusiasm to entertain, their sincerity and dedication to their purposes have brought joy to our hearts and the very pleasant satisfaction of knowing that we are truly one of the finest fraternal and charitable organizations in the world today.

You as representatives to this Imperial Council are representing 825,000 of the finest families in North America.

Shrinedom is very much on the move, and while our membership gains are not what we would like, our present membership is doing more than ever to guarantee the continuance of our Order. Unfortunately, it is not possible in this report to record all of the evidence of our growth and stability, or to do just credit to each of those that contribute so much, or to show to you all the newly constructed Temples, remodelling of the old, plans of the future, or to tell you of the advance planning by entire Divans I have witnessed and, the results of some of this planning. However, it is gratifying indeed to know the roots are deep and that it will take the greatest of catastrophes to shake the foundations upon which we stand.

A review of the Income and Expense statements of our 166 Temples for the year 1960 reveals some very interesting facts about the financial standing of the Temples. Income from fees and dues for the year 1960 amounted to 12 millions of dollars; however, operating expenses amounted to 13 millions. 116 Temples recorded a loss in operations after considering only the amounts received from fees and dues. 86 Temples still recorded a loss after considering other recurring income, such as rents, interest, etc., and 35 Temples recorded a loss after considering all forms of income, including circuses and other promotions. The officers of these 35 Temples should look to a more realistic budget.

Boumi Temple Mosque, Baltimore, Maryland



Aahmes Temple, Oakland, California

Paul Hancock
Birmingham, Alabama
1960

William C. Ray
Birmingham, Alabama
1961

William C. Brown
Miami, Florida
1960

James C. Hathaway
Miami, Florida
1961

1960 1961

Melvin A. Pixley
Los Angeles, Calif.

J. B. Finney
Los Angeles, Calif.

Harry O. Kjellberg
Chicago, Illinois

Harold G. MacDonald
Chicago, Illinois

Alvin T. Stone
Norfolk, Virginia

Harry L. Stinson
Norfolk, Virginia

Trieves W. Lopp
Houston, Texas

A. R. Beyer
Houston, Texas

Troyce M. Severe
Oakland, California

Charles W. Campbell
Oakland, California

Robert P. Martin
Denver, Colorado

James M. Reese
Denver, Colorado

Much progress has been made in introducing a uniform system of accounting in our Temples. Many Temples have changed their accounting procedures so that their financial statements reflect the true financial condition of the Temple. It is essential that this information should be readily available to the Temple officers if they are to act with intelligence in planning for the coming years. I recommend that those Temples which have not changed their accounting procedures in accordance with the Uniform Chart of Accounts do so at an early date.

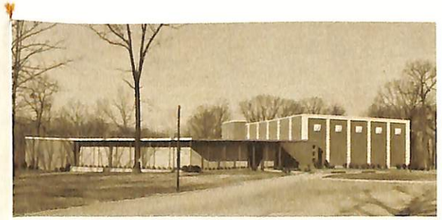
In 1960, Shrine Temples staged over 205 promotions of all types, many of them for the benefit of our hospitals. It is remarkable that a Shrine Temple can stage a football game in July or August and attract fifty to seventy-five thousand spectators. Through the medium of television, the Al Malaikah game and many others add a great deal to our public relations work and are of vital importance to the operation of our hospitals. The East-West Game (Islam) led the way to many successful games.

In addition to 51 football games, the Shrine promoted 79 circuses, 10 baseball games, and 65 other promotions which included horse shows, picnics and stage shows.

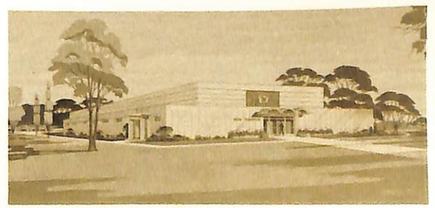
Not only do our hospitals benefit from these promotions, but our Temples as well. A Temple must have an active membership to put on a successful show—an active membership means success for the Temple. Without this type of promotion, 86 Temples, instead of 35, would have recorded a financial loss in 1960.

1960 saw the leadership in Shrine membership change. Syria Temple of Pittsburgh, the leader for many years, was surpassed in membership by Al Malaikah Temple of Los Angeles, which now has a membership of over 27,000 Nobles.

To the Potentates and other Temple officers, to the Units and Nobility of all Temples, I extend my appreciation for a job well done.



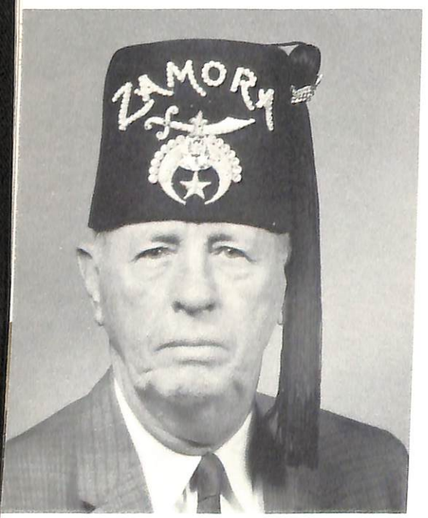
Acca Temple, Richmond, Virginia



Nur Temple, Wilmington, Delaware

JURISPRUDENCE AND LAWS COMMITTEE

REPORT OF THE CHAIRMAN



J. Edgar Bowron
Chairman

To Representatives of the Imperial Council:

Article VII of the By-Laws of the Iowa Corporation, Section 65, states:

> "JURISPRUDENCE AND LAWS. To the Committee on Jurisprudence and Laws shall be referred all propositions to revise, alter, or amend the Articles of Incorporation, By-Laws and Code of the Imperial Council, as well as all other legal questions and usages, and it shall report thereon in writing to the Imperial Council . . ."

Each year situations occur as a result of Temple activities wherein there are conflicts with authorized and established procedures and by-laws. The Imperial Potentate usually refers these questions to the Committee on Jurisprudence and Laws for study and recommendation. I am grateful that situations of this type have been kept to a minimum this year. Your Imperial Potentate, instead of rendering official decisions, has offered advice to Temple officers in the hope that controversial matters within Temples could be settled at the Temple level, thereby avoiding the necessity for recourse to Shrine law. This policy of his has been quite successful and has been instrumental in settling situations that could have developed into very troublesome ones.

There are some by-laws which are not clear, and there exists a need for clarifying amendments. A continuous study of our Code is in progress. Past Imperial Potentate Robert Gardiner Wilson and others have contributed a great deal to this study. The results will be presented to the Imperial Council at this Session, and it will surely aid in the proper interpretation of the Shrine law. It may well be advisable to appoint a permanent committee to study this problem on a long-term basis.

The few decisions and rulings as recorded on the accompanying page are the direct result of the policy of the Imperial Potentate in settling controversial matters on the Temple level. I wish to express appreciation to each member of the Jurisprudence & Laws committee for the cooperation and counsel they have given toward solving the problems that have arisen during the past year.

J. Edgar Bowron, *Chairman*
Committee on Jurisprudence
and Laws

DECISIONS AND RULINGS

February 17, 1961. BAHIA TEMPLE. The Potentate asks if it is in accordance with Imperial law for them to elect as a Temple Representative one of their Nobles who resides in the jurisdiction of a sister Temple.

HELD: Such a practice to be legal as long as said Representative resides in the jurisdiction of the Imperial Council.

March 2, 1961. EL JEBEL TEMPLE. The Oriental Band had been requested by the Daughters of the Nile Oriental Band to participate with them in a joint presentation on the stage.

HELD: That such a joint presentation would be in violation of at least the spirit of Imperial law.

March 10, 1961. HASAN TEMPLE. Illustrious Potentate wearing fez and jewel was pictured presenting gavel to President of Ladies Shrine Auxiliary Unit.

HELD: This to be a violation of at least the spirit of Imperial law.

September 20, 1960. JERUSALEM TEMPLE. Illustrious Potentate asked if he could use certain personal commissions to purchase rolling equipment with Shrine name and emblems thereon and hold the equipment as his personal property to be used not only in Shrine parades but also in civic parades in the future.

HELD: Such a practice is not practical.

May 23, 1961. KERAK TEMPLE. Inquired if it was permissible under Imperial Law for the drum major of Kerak Drum Corps to wear a greatly oversized Fez exceeding 12 inches in height and other dimension in proportion.

HELD: That Imperial Council Law did not provide for such practice and permission was therefore denied.

October 7, 1960. NILE TEMPLE. Asked if an affiliated Noble of Nile Temple living in Alaska could be permitted to reaffiliate with Hillah Temple while living in Nile jurisdiction.

HELD: Section 255 of Imperial law does not permit such a waiver.

March 22, 1961. OASIS TEMPLE. Requests permission to grant life memberships to some aged Nobles who may have had part of their dues remitted by the Temple in some past year.

HELD: If a card was issued to the Noble in said year it could be regarded as consecutive status.

George A. Mattison, Jr.
Imperial Potentate

SHRINE MANAGEMENT

The National Headquarters Building is now a reality, and the Shrine at last has a "home of its own." The Headquarters Office is located in the Loop area of Chicago—323 North Michigan Avenue. This building represents many years of planning by Imperial Potentates and by a committee under the direction of Thomas C. Law, Past Imperial Potentate.

In addition to the Headquarters Office, which is the office of record of Shriners Hospitals for Crippled Children and the hub of most of the financial activities of the Shrine, and the Office of the Imperial Potentate, there are three other offices outside the Headquarters Building which handle a large volume of work for our organization.

The office of Galloway Calhoun, Chairman of the Board of Trustees and President of Shriners Hospitals for Crippled Children, is located in Tyler, Texas. This office is the focal point for all the problems dealing with hospital administration and policy.

Leonard P. Steuart, Imperial Treasurer of the AAONMS and Treasurer of Shriners Hospitals for Crippled Children, has his office in Washington, D.C. "Len" has been our Treasurer for 35 years, and the members of our organization can feel confident that the millions of dollars of fraternal and hospital funds entrusted to his care are in excellent hands.

The office of our General Counsel, Robert P. Smith (now deceased), is also located in Washington, D.C. The volume of work that passes through this office having to do with wills and bequests and other legal matters concerning the Shrine and Shriners Hospitals for Crippled Children, requires a large staff. The experience and ability of Bob Smith, coupled with his love for the Shrine, made his services invaluable.

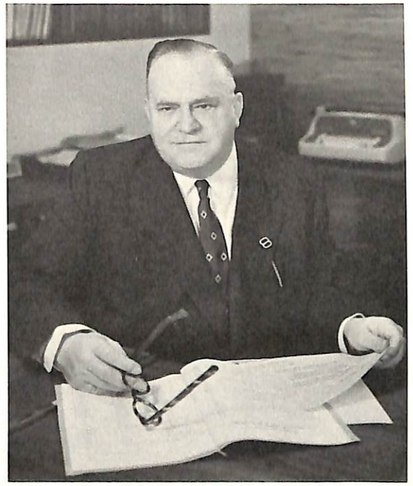
The office of the Imperial Recorder of the Shrine and Secretary of the Hospital Board, George M. Saunders, where all records pertaining to the Shrine and Shriners Hospitals are kept, is in our Headquarters Building in Chicago. For this reason, and also because of its central location, the various committees of the Imperial Council and Shriners Hospitals for Crippled Children frequently hold meetings here. In addition to showing views of the interior of our new offices, the pictures on the accompanying pages also present an idea of the scope of the operation of this office which requires a staff of approximately 35 persons.

It requires the efforts, intelligence and diligence of many to keep the affairs of our organization in order and to process the huge volume of work which flows through all our offices. As Imperial Potentate, I can assure you that the management of the Shrine is in good hands.

Galloway Calhoun
Past Imperial Potentate; President-Chairman of Board of Trustees, Shriners Hospitals for Crippled Children

George M. Saunders
Imperial Recorder, AAONMS, and Secretary, Shriners Hospitals for Crippled Children

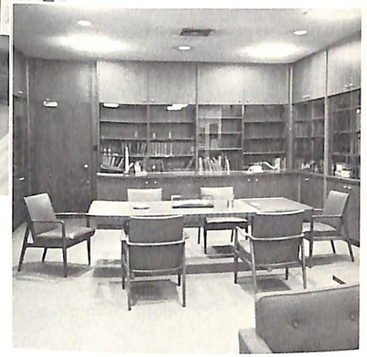
Leonard P. Steuart
Past Imperial Potentate; Treasurer of Imperial Council, AAONMS, and Shriners Hospitals for Crippled Children



Robert P. Smith
General Counsel, Imperial Council, AAONMS, and Shriners Hospitals for Crippled Children
(Deceased May 12, 1961)

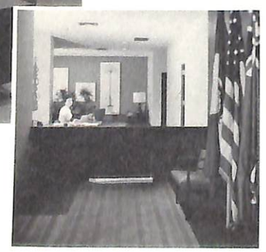
Charles W. Marshall
Assistant Imperial Recorder

Visitors Lounge



Library

Reception Area

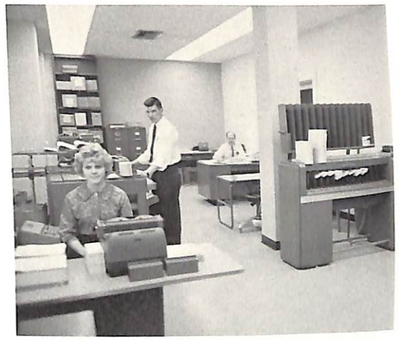


Secretarial Room

SHRINE GENERAL OFFICES

323 NORTH MICHIGAN AVENUE • CHICAGO

Accounting



Wills, Gifts
and Bequests

Printing
and Mailing

Medical Research

SHRINERS HOSPITALS FOR CRIPPLED CHILDREN

Directors

George A. Mattison, Jr.
Chairman
Galloway Calhoun
Marshall M. Porter
George M. Klepper
Harold C. Close
O. Carlyle Brock
Barney W. Collins
Leonard P. Steuart
George M. Saunders
Charles E. Merrill
Orville F. Rush
Thomas F. Seay
Chester A. Hogan
J. Worth Baker
Clayton F. Andrews, M.D.

Officers

President	Galloway Calhoun
First Vice President	Marshall M. Porter
Second Vice President	George M. Klepper
Treasurer	Leonard P. Steuart
Secretary	George M. Saunders
Assistant Secretary	Harold C. Close

Trustees

Chairman	Galloway Calhoun
Vice Chairman	Thomas C. Law
Treasurer	Leonard P. Steuart
Secretary Ex-officio	George M. Saunders

Walter G. Seeger
Robert G. Wilson, Jr.
Harold Lloyd
Harvey A. Beffa
Gerald D. Crary
George A. Mattison, Jr.
Marshall M. Porter
George M. Klepper
Clayton F. Andrews, M.D.
Robert P. Smith
General Counsel
Ex-officio

Galloway Calhoun
Chairman

BOARD OF TRUSTEES

Thomas C. Law
Vice Chairman

Leonard P. Steuart
Treasurer

Walter G. Seeger

Robert G. Wilson, Jr.

Harold Lloyd

Harvey A. Beffa

Gerald D. Crary

Clayton F. Andrews, M.D.

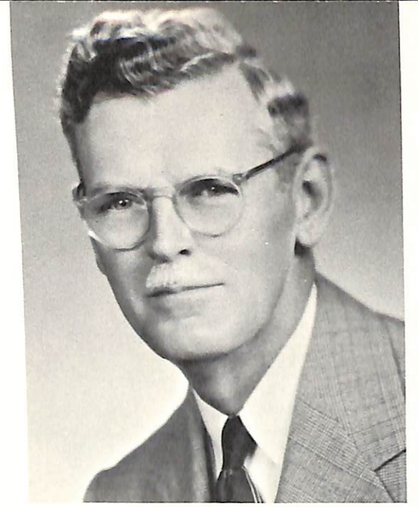
George A. Mattison, Jr.

Marshall M. Porter

George M. Klepper

George M. Saunders
Secretary Ex-officio

Robert P. Smith
General Counsel Ex-officio



Dr. Guy A. Caldwell
Chairman, Advisory Board of Orthopedic Surgeons

MEDICAL STAFF

Dr. Carroll B. Larson
Advisory Board of Orthopedic Surgeons

Dr. John L. McDonald
Advisory Board of Orthopedic Surgeons

Dr. James Spencer Speed
Advisory Board of Orthopedic Surgeons

Dr. Joseph S. Barr
Advisory Board of Orthopedic Surgeons

CHAIRMAN'S REPORT

My Fellow Nobles:

Shriners have every reason to be proud of our hospitals and the manner of their operation. Ours is a highly specialized service, and we wish that everyone could realize the magnitude of the business of maintaining and operating these houses of magic and the multitude of services necessary for the children under our care.

Our children are receiving the highest type of hospitalization, medical and surgical care, and other necessary treatment. In addition to this, school work, entertainment, and occupational therapy are provided, and trained nurses, schooled in psychology, minister to their minds. We are ministering to approximately 1000 children regularly in our hospitals and have a waiting list of over 2000.

As you know, for several years we have been engaged in a program of rehabilitation and replacement, to the end that every hospital will be placed on the highest plane of orthopedic efficiency. This program steadily continues and contracts will soon be let for the replacement of the St. Louis Unit and the building of our own hospital in Mexico City, so necessary in place of the wing we are now maintaining in a hospital there. We feel that in the not too far distant future our hospital properties will all be outstanding examples in structural excellence and shining monuments of our service to humanity.

In 1960 it cost the tremendous sum of nearly six million dollars for the operation and general maintenance of our hospitals and a million more for rehabilitation and additions to our plant assets, but a visit to one of our hospitals where one can personally see the work that is being carried on and the miracles that are being performed will thrill your souls and convince you that your money is well spent.

Sincerely,

Galloway Calhoun

Galloway Calhoun
President,
Chairman of Board of Trustees
Shriners Hospitals for Crippled Children

CHIEF SURGEONS

DISTRIBUTION OF THE HOSPITAL DOLLAR DURING 1960

Professional Care	.40
Food for Patients and Employees, Hospital Maintenance and Supplies	.25
Replacement of Equipment, Rehabilitation of Hospital, Capital Additions	.15
Hospital Management	.12
Administrative and General Office, Employees and Surgeons Retirement	.08
	1.00

1960 HOSPITAL STATISTICS

4,677	Patients Discharged
$1,230.60	Average Cost Per Patient
75 Days	Average Length of Stay of Patients
5,991	Operations Performed
15,995	Casts Applied
4,490	Braces Furnished
80,011	Physiotherapy Treatments
51,429	X-Rays Taken
46,523	Visits to the Out-Patient Department
2,004	Waiting List at End of Year

Dr. Harold A. Sofield
Chicago Unit

Dr. Frank H. Stelling
Greenville Unit

Dr. Ivar J. Larsen
Honolulu Unit

Dr. Sherman S. Coleman
Intermountain Unit

Dr. Thomas D. Yocum
Lexington Unit

Dr. Juan Farrill
Mexico City Unit

Dr. George W. Westin
Los Angeles Unit

Dr. Donald R. Lannin
Twin Cities Unit

Dr. G. E. Scheer
St. Louis Unit

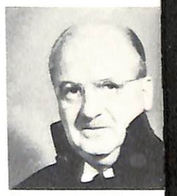
Dr. John Royal Moore
Philadelphia Unit

Dr. E. R. Schottstaedt
San Francisco Unit

Dr. J. Gordon Petrie
Montreal Unit

Dr. Norman R. Brown
Spokane Unit

Dr. Bennett H. Young
Shreveport Unit



Dr. K. C. McGibbon
Winnipeg Unit

Dr. Eldon G. Chuinard
Portland Unit

Dr. Garry deN. Hough, Jr.
Springfield Unit

Eleanor Baird
Executive Administrator

Montreal Unit, Montreal, Que., Canada

Winnipeg Unit, Winnipeg, Man., Canada

Mexico City Unit, Mexico City, Mexico

Shreveport Unit, Shreveport, La.

Portland Unit, Portland, Ore.

Los Angeles Unit, Los Angeles, Cal.

Lexington Unit, Lexington, Ky.

San Francisco Unit, San Francisco, Cal.

Springfield Unit, Springfield, Mass.

SHRINERS HOSPITALS FOR CRIPPLED CHILDREN

ASSETS

Current Assets:

Cash—Operating Funds	2,091,262.22	
Cash—Hospital Units	1,258,805.05	
Cash—Hospital Units Building Funds	789,588.59	
Total		4,139,655.86
Accounts Receivable		1,500,184.93

Investments:*

Cash	3,107,952.12	
Securities	112,526,849.27	
Real Estate & Other	16,989,151.67	
Total		132,623,953.06

Plant Assets:

Real Estate	1,394,111.13	
Buildings	13,399,282.80	
Equipment	2,785,381.56	
Construction in Progress	1,899,969.20	
Total		19,478,744.69

Total Assets	157,742,538.54

**Market Value 157,160,871.49*

Twin Cities Unit, Minneapolis, Minn.

CONSOLIDATED BALANCE SHEET

DECEMBER 31, 1960

LIABILITIES AND FUND BALANCES

Current Accounts Payable		28,808.87
Restricted Funds:		
Custodial Funds	4,241,645.51	
Retirement Funds	2,121,029.38	
Permanent Endowment Funds	12,258,904.48	
Life Membership Funds	18,435,018.13	
Total Restricted Funds		37,056,597.50
Unrestricted Funds:		
General Operating Funds	5,611,031.92	
Replacement Funds	4,183,163.55	
General Endowment Funds	91,384,192.01	
Total Unrestricted Funds		101,178,387.48
Plant Assets		19,478,744.49
Total Liabilities & Fund Balances		157,742,538.54

Philadelphia Unit, Philadelphia, Pa.

Chicago Unit, Chicago, Ill.

St. Louis Unit, St. Louis, Mo.

Honolulu Unit, Honolulu, Hawaii

17 SHRINERS HOSPITALS FOR CRIPPLED CHILDREN

Intermountain Unit, Salt Lake City, Utah

Greenville Unit, Greenville, S.C.

Spokane Unit, Spokane, Wash.

HOSPITAL STATISTICAL REPORT

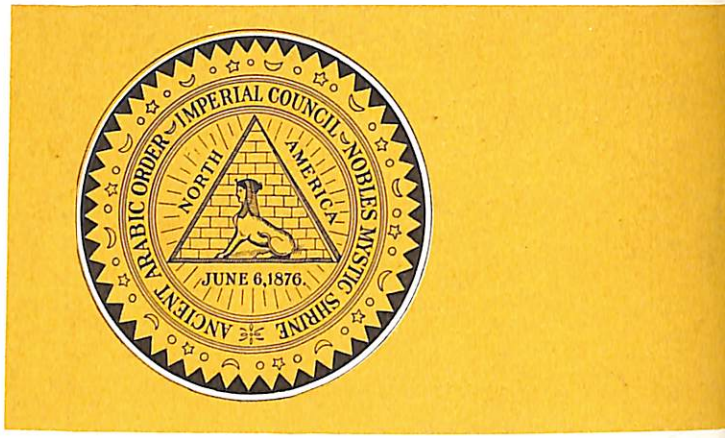
FROM OPENING TO DECEMBER 31, 1960

HOSPITAL UNIT	Date Opened	No. Beds	SERVICES — HOSPITAL AND CLINIC PATIENTS: X-Ray Photos	All Operations	Casts Applied	Braces Applied	Physio Therapy Treatments	Clinic Visits	HOSPITAL PATIENTS: On Wait List	Number Patients Discharged	Aver. Days Stay	Aver. No. Daily	Cumulated Patient Days	PATIENTS COST: Direct Operating Expense	Per Patient Day	Per Patient
Chicago	3/20/26	68	69,400	12,131	34,308	5,012	173,757	76,357	263	7,310	101	58	735,399	5,049,693	6.87	690.79
Greenville	9/ 1 /27	60	58,135	13,178	41,649	7,854	231,244	90,675	225	9,990	70	58	701,585	4,028,198	5.74	403.22
Honolulu	1/ 2 /23	30	26,745	7,057	13,617	4,985	91,825	131,873	66	4,269	89	27	379,801	2,920,902	7.69	684.21
Intermountain . .	1/22/25	60	11,898	4,356	12,010	1,856	50,787	32,329	88	3,587	104	28	372,421	3,289,713	8.83	917.12
Lexington	11/ 1 /26	50	19,213	5,536	9,363	2,834	72,838	27,081	30	3,550	92	26	324,936	2,590,708	7.97	729.78
Los Angeles . . .	3/ 1 /52	60	21,229	1,938	9,565	1,399	43,423	13,802	109	2,087	89	58	185,637	2,631,470	14.18	1,260.89
Mexico City . . .	3/10/45	30	11,203	2,490	3,933	1,259	9,392	24,700	41	1,944	57	28	110,739	624,004	5.63	320.99
Montreal	2/18/25	60	37,250	10,026	17,172	2,454	225,067	26,917	88	9,820	71	53	697,926	4,365,210	6.25	444.52
Philadelphia . . .	6/24/26	100	81,002	18,636	56,912	8,705	140,404	89,163	207	7,598	141	85	1,072,616	5,633,946	5.25	741.50
Portland	1/15/24	80	64,339	12,541	30,702	12,816	691,216	82,867	148	10,476	74	59	779,927	5,054,578	6.49	480.66
St. Louis	4/ 8 /24	120	77,076	24,414	70,238	14,200	111,772	71,736	140	14,612	90	100	1,340,891	7,341,111	5.47	502.40
San Francisco . .	6/16/23	60	78,393	20,226	57,479	13,161	91,497	105,023	75	9,310	83	56	771,870	5,131,553	6.65	551.19
Shreveport . . .	9/16/22	60	26,118	15,086	17,544	3,741	231,014	44,355	78	7,966	99	56	785,324	3,684,536	4.69	462.53
Spokane	11/24/24	40	17,010	7,825	15,075	2,191	75,970	25,287	32	5,076	68	26	345,216	2,528,288	7.32	498.09
Springfield . . .	2/21/25	60	62,734	14,412	43,690	10,451	128,432	110,725	208	10,431	71	56	736,490	4,728,571	6.42	453.32
Twin Cities . . .	3/12/23	60	38,166	9,476	18,489	4,873	341,040	29,858	90	6,921	115	57	793,794	4,992,029	6.29	721.29
Winnipeg	3/16/25	50	19,165	5,599	7,941	2,943	77,829	12,941	116	4,884	86	32	421,624	2,818,267	6.68	577.04
Total—Opening Date to 12/31/60 .		1048	719,076	184,927	459,687	100,734	2,787,507	995,689	2004	119,831	88	876	10,556,196	67,412,777	6.39	562.38
Total—All Units Year of 1960 . . .		1048	51,429	6,001	15,987	4,490	79,911	46,523	2004	4,680	75	964	352,964	5,436,395	15.40	1,161.62

Direct expense excludes expenditures for custodial care, replacements and capital additions.

Imperial Potentate George A. Mattison, Jr., autographs the cast of a little patient during tour of the Montreal Unit. With him is Illinois Potentate E. Edward Donohoe of Karnak.

Forty years of Tender Loving Care

THE IMPERIAL COUNCIL
OF THE ANCIENT ARABIC ORDER
OF THE NOBLES OF THE MYSTIC SHRINE
FOR NORTH AMERICA.

SHRINERS HOSPITALS FOR CRIPPLED CHILDREN